

Technical Risk Identification at Program Inception Product Overview

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Andrew Y. Hsu¹ and Amy Weir²

¹Acquisition Risk and Reliability Engineering Department, Mission Assurance Subdivision

²Program Executability, Engineering Directorate

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National Reconnaissance Office
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Chantilly, VA 20151-1715

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William Frazier (Co-Lead)	Ball Aerospace
Andrew Hsu (Co-Lead)	The Aerospace Corporation
John McBride (Co-Lead)	Orbital Sciences Corporation
Amy Weir (Co-Lead)	The Aerospace Corporation
Robert Ellsworth	The Boeing Company
Robert Jennings	Raytheon Company
Debra Olejniczak	Northrop Grumman Corporation
Larry Rubin	SSL
Jerome Sobetski	Lockheed Martin Space Systems

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Anh Dang	The Aerospace Corporation
Sergio Guarro	The Aerospace Corporation
Dave Pinkley	Ball Aerospace & Technologies Corp.
Brian Weir	Booz Allen Hamilton Inc.
Dennis Rubien	Northrop Grumman Corporation
LaKeisha Souter	Northrop Grumman Corporation
Alexis Burkevics	Aerojet Rocketdyne
Ben Hoang	Orbital Sciences Corporation
Jaclyn Decker	Orbital Sciences Corporation



Technical Risk Identification at Program Inception

Product Overview

Bill Frazier, Ball Aerospace & Technologies Corp

John McBride, Orbital Sciences Corporation

Andrew Y. Hsu, The Aerospace Corporation

Amy Weir, The Aerospace Corporation

May 8, 2104

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Agenda

- Motivation for “product”
- Product Overview
- Topic Details
- Workshop Objectives
- Team Membership and Recognition



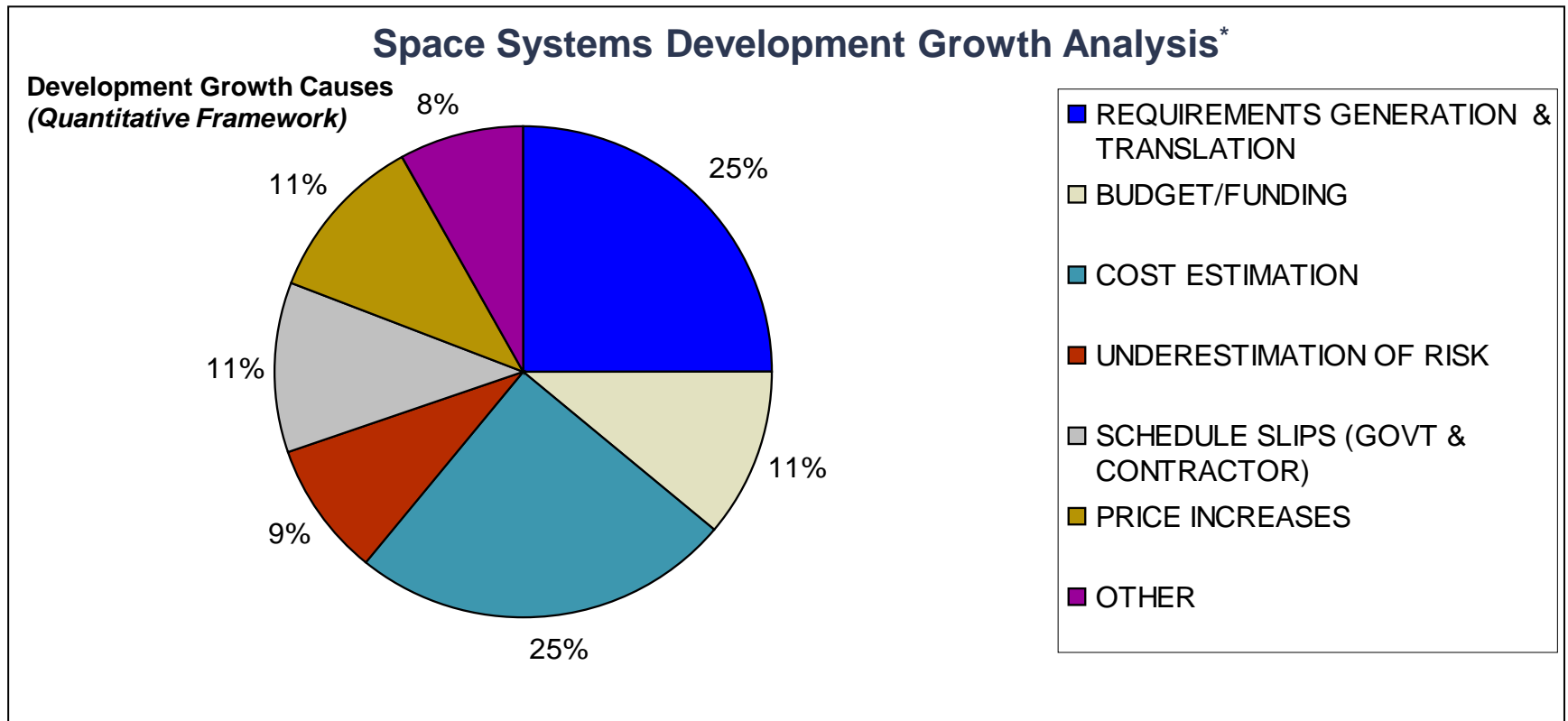
Motivation for “Product”

“Risks identified are rarely realized, risks realized were rarely identified.”

“All unidentified risks are accepted risks.”

- Program cost and schedule overruns can be traced to unrealistic risk profile at program inception.
- Aerospace industry have experienced critical mission failures that could have been avoided if the failure was identified as a risk early in the program life cycle and properly managed.

Unrealistic Risk Profile at Program Inception



Comparison of total dollars growth by category for two space programs at a point in time

Underestimation of risk accounts for at least 9% of space systems development cost growth.

* Booz Allen Hamilton. (2002) Moorman, T. S., et.al., *Space Systems Development Growth Analysis, Space R&D Industrial Base, and Conclusions from the Space Industrial Base Study*

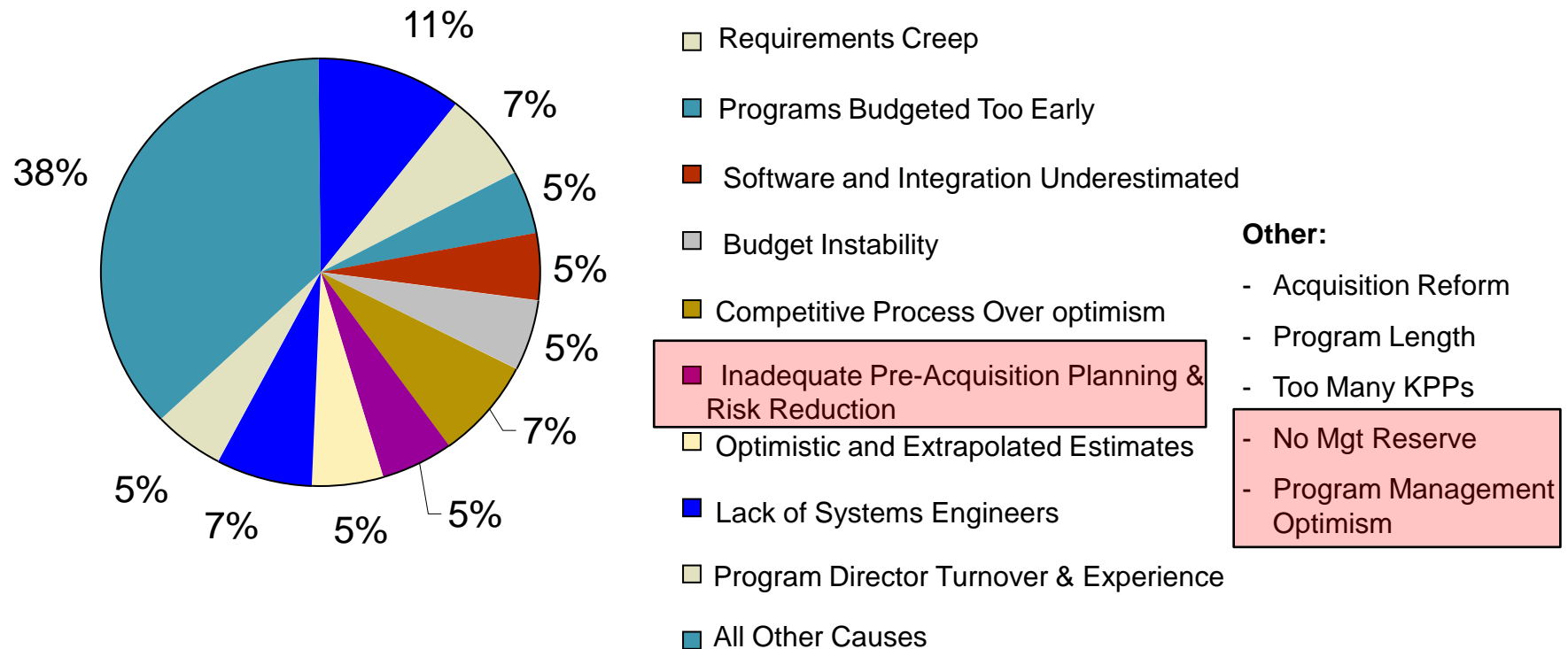


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Unrealistic Risk Profile at Program Inception

Development Growth Causes

(Stakeholder Analysis)



Source: 77 surveys, 67 Organizations, frequency of mention versus total mentions

The highlighted causes are directly related to risk identification activities at program inception.



Product Overview

A guidance document was chosen to capture the most common risk ID barriers and to offer strategies to break down the barriers to improve the risk ID process.

- Overview of risk identification methods
- Risk Identification Barriers
 - *Describes common and pervasive barriers that act to obscure risks*
- Recommended actions
 - *Describes approaches in addressing the barriers*
- Risk identification measures of completeness
 - *Check list for assessing the quality of the risk ID process*
- Research into other industries
 - *Summary of findings*

Intended Product Use

- *Who is the target audience?*
 - *Risk process owners*
 - *Risk/program managers*
 - *Customers*
- *How should / could it be used?*
 - *Provide guidance to improve corporate risk identification processes*
 - *Helps practitioners avoid pitfalls in conducting risk identification*
 - *Provide a means to judge effectiveness of their risk ID process*
- *How should the product be maintained?*
 - *Product should be reviewed periodically (every few years) to include new barriers or methods to overcome/compensate for barriers.*

Technical Risk Identification Product Traceability

Deliverable Requested	Location Covered in Product
Risk Identification Method/Process	Section 2: Current State of Risk Identification in the Aerospace Industry Table 2: Risk Identification Methods
Recommended program resource engagement	Section 4: Barriers to Risk Identification and Mitigation Approaches (discussions within subsections cover recommendations to program resource engagement) Section 5: Recommended Actions
Risk ID checklist	Section 5: Recommended Actions
Risk ID quantitative and/or qualitative assessment	Section 4: Measure of Risk Identification Completeness Table 4: Barrier Mitigation Scorecard
Process, tool, format for risk summary/aggregation	Section 3.2: Barrier 2: Artificial Constraints and Biases
Risk ID best practices	Section 4: Barriers to Risk Identification and Mitigation Approaches (discussions within subsections cover recommendations to program resource engagement) Section 5: Recommended Actions
How to assess contractor technical risks during source selection	Section 4: Barriers to Risk Identification and Mitigation Approaches (discussions within subsections cover recommendations to program resource engagement)
Risk ID for oversight, audit, and review	Section 4: Measure of Risk Identification Completeness Table 4: Barrier Mitigation Scorecard



Topic Details: Risk Identification Methods

- Summary of Risk Identification Methods*

Risk ID Method	Description	Strengths	Weaknesses
Experiential Methods			
Review previous program risks, issues, and lessons learned	Review of risks and issues identified on prior programs of similar scope, complexity, and use of technologies to see if any are applicable to the current program	Leverages relevant knowledge from similar programs.	May not include risks outside of prior programs' experiences. Differences between programs may not be understood.
Checklists and questionnaires	Structured method to identify known potential risk areas based on past experience, and to have responders assess the applicability of those potential risks to the current program.	Leverages institutional and organizational lessons learned	May not identify risks outside of the group's prior experiences. Requires organization repository and maintenance.
Brainstorming	Utilizes social interaction to enhance the risk identification process. It requires a competent and unbiased facilitator to help keep the discussion on topic.	Provides a structured method to leverage the knowledge breadth of a diverse group of experts	Dominating individuals may attempt to push their ideas onto the rest of the group, and weaker personalities might not get a chance to air their views. Only as good as the experience breadth of the group.
Personal knowledge/ experience of risks	Collect risks based on one or more individual's personal knowledge and expertise.	Beneficial within each individual's experience range	Individuals generally lack the full breadth of understanding of the entire program and may inadvertently filter out credible risks from their identification process.

Experiential: Methods based on personal experience and knowledge.

Analytical: Methods based on analysis of data.

Analytical			
Key Performance Parameters (KPPs) -- technical, programmatic	Review of the KPPs to identify the specific risks to achieving the key program objectives.	Provides risk identification that is targeted on the design's ability to meet the program's KPPs	Assumes the Program's identified KPPs fully represent the parameters that best represent the required system performance.
Review Project Work Breakdown Structure (WBS)	A critical review of the WBS can expose risks inherent in the interdependency of the project work	Provides a structured approach for risk identification in the context of how the program's work is structured, including entities external to the program (suppliers, teammates, governmental entities, etc.)	Risk identification using the WBS is only as good as the WBS itself, and the expertise of the risk identifiers reviewing the WBS.
Risk Breakdown Structure	Risks are stated and assessed at each level of architectural assembly: system, subsystem, unit, component and part. Higher level risk assessments are informed largely by historical data. Middle level risks also include the risk of interface and interaction. Component and part level risks are only assessed for very high unit-level risks.	Comprehensive, structured, and intuitive for the reviewer. Aggregate risks include the probabilistic sum of all of the constituent elements.	Aggregation is subjective, and typically not statistical or mathematical -- resulting in decreased confidence. Low aggregate risks may mask high concentrations of risk in certain components or parts. Effective mitigation is sometimes best performed at a different level than the level being reviewed.
Inception Risk Standardization	Each program assesses and dispositions a list of pre-defined standard risks based on the experience and data collected from historical programs and missions	This method requires programs to assess likely risks which may be overlooked.	Pre-defined standardized risk lists are not likely to be insightful to mission and program peculiar risks.
Review Requirements, Design Documents	Review of these documents can reveal perceived gaps in the design, or over-constraints that could adversely affect design	Provides a structured approach for risk identification in the context of the program's requirements and design	Risk identification using the requirements and design documentation is only as good as



Topic Details: Risk Identification Barriers

- *Major Risk Identification Barriers*
 - *Barrier 1: Over-Reliance on a Single Method*
 - *Barrier 2: Artificial Constraints and Biases*
 - *Barrier 3: Dismissing a Risk as a Normal Program Challenge*
 - *Barrier 4: Compliance Reliance*
 - *Barrier 5: Program Acquisition Attributes*
 - *Barrier 6: Scope Boundaries*
 - *Barrier 7: Normalization of Deviance*

“There are many barriers to risk identification commonly encountered within the space community. Some of these barriers are intrinsic to an organization’s processes and others are inherent in human psychology. These barriers impact the ability of customers, contractors, and risk practitioners to effectively identify risks.”

Topic Details: Measure of Risk ID Completeness

- Utilization of Barrier Mitigation Scorecard*

Risk ID Area	Barrier Mitigation Assessment Criteria	Assessment
General: Barriers	1 None of the identified barriers have been addressed 3 Some of the identified barriers have been addressed 6 The most significant barriers have been addressed 9 All barriers have been addressed, or are not applicable	
Barrier 1: Over-Reliance on Personal Experience	1 The program has no method other than personal experience to identify risk 3 The program has access to many of the risk ID methods,, but choice of method is at individual discretion 6 The program has access to many of the risk ID methods, and provides guidance on the appropriate usage 9 The program requires application of multiple risk ID methods	
Barrier 2: Application of Artificial Constraints and Biases	1 The program has explicitly established an artificial barrier (e.g., a Top N risk list) 4 The program has no risks above a certain level and does not challenge this 9 Risk identification process does not have limits placed on the number and/or magnitude of risks. The program actively challenges assumptions that may constrain risk identification, such as a low risk program having no medium or high risks.	
Barrier 6: Separating Risk from Planned Work in Development Programs	1 Risk ID is completely dependent on individual perspective, and risks are inconsistent with respect to future development 3 Development risk is filtered during risk review to consistently discriminate between risks within and outside of plan 6 Development risks are consistently identified by using multiple risk ID methods 9 Risk ID specifically solicits development risk by using multiple risk ID methods during all program development activity	
Barrier 7: Risks Confused with Issues	1 No consistent and integrated risk and issue management training of program team 3 Risk and issue training in place and conducted regularly with program personnel 6 Risk Manager actively engages when candidate risks are identified to ensure issues are identified and immediately elevated	



Topic Details: Recommended Actions

- A set of recommended actions for organizations to implement improved technical risk identification at program inception

ID	Recommended Action	Barrier Mitigated	Action Taken By:
1	Review list of risk identification methods and provide processes, tools, templates, and training to program risk managers	Barrier 1	Risk Management Process Owner
2	Plan to use several methods of risk identification at each program milestone and document it in the risk management plan (or equivalent).	Barrier 1	Program Risk Manager
3	Require at least two risk identification methods for each program milestone or event, using at least one experiential method and one analytical method.	Barrier 1	Risk Management Process Owner and Program Risk Manager
4	Monitor risk identification process for barriers and implementation of recommended solutions. This <i>independent</i> review should focus on the <i>process</i> , and be separate from the review of risks.	Barriers 1-7	Risk Management Process Owner
5	Streamline process for candidate risks to minimize the investment in initial capture and review. If not accepted, candidate risks should be revisited periodically to assure that their state has not change.	Barriers 2, 7	Risk Management Process Owner, Program Risk Manager
6	Streamline process for risk monitoring. Do not reject or close risks that have not been realized or completely mitigated, but require only periodic review.	Barriers 2, 7	Risk Management Process Owner
7	Normalize risks to the unit or interface level. Consolidate risks that are narrower than unit function, and separate large aggregate risks.	Barrier 2	Program Risk Manager
8	Add risk identification as a discrete activity throughout the life cycle (program milestones, design/readiness/peer reviews, of technical products (code reviews, modeling and simulation, rehearsals, and	Barriers 1-4	Program Risk Manager; Risk Management Process Owner

	brokers, and key technology suppliers.		
21	Candidate risks should be processed prior to Risk Management review. Filtering may include screening, combining, interpreting, equalizing, and re-framing original ideas. This initial risk list has substantial value-added and is much more useful/actionable than raw list of candidate issues	Barrier 2, 4, 7	Program Risk Manager

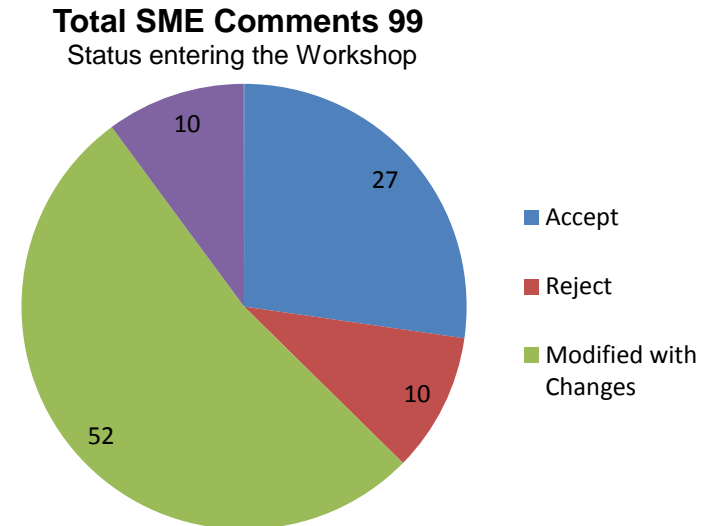


Topic Details: Other Industries

- Industries Researched:
 - *Auto Insurance*
 - *Supply Chain*
 - *Highway Transportation*
 - *Medical Industry*
 - *Nuclear Reactor Safety*
 - *Oil and Gas Industry*
 - *Commercial Launch and Space Insurance*
 - *US Government Intelligence Analysis*
- The industry research reinforced common risk identification practices
 - *Checklists and databases are commonly accepted tools for risk identification*
 - *Cognitive barriers exist and need recognition and time to overcome*
 - *Industry working groups and communities of practice are valuable resources for risk identification*

Workshop Objectives and Accomplishments

- *Incoming objectives of workshop*
 - Obtain consensus on the adjudicated SME Comments, resolve any non-concurrences
 - Clarify and disposition all remaining (To Be Resolved) SME Comments
 - Incorporate any new SME changes and recommendations into final Silver Version or into Gold Version
- *Workshop Accomplishments*
 - Adjudicated all outstanding SME comments
 - Incorporated SME-motivated changes
 - Performed document clean-up



Future Work

- 2014 MAIW product: Risk Identification at Program Inception guidance
 - *Recommend introduction of this product to PMI, INCOSE communities*
 - *Recommend incorporation of this guidance document into the existing Aerospace family of risk management TORs and handbooks.*
- Future MAIW topics
 - *Look beyond risk identification to include risk management process improvement*
 - Several barriers cannot be overcome without the modification of the overall risk management process
 - *Approaches to changing the cultural perception of risk management*
 - Program managers may not perceive an immediate value to a formal risk management process.
 - Risk management resources may be challenged in a budget-constrained environment

Team Introductions

Core Team		SMEs	
Company	Participant	Company	Participant
The Aerospace Corporation	Andrew Hsu (co-lead) Amy Weir (co-lead)	The Aerospace Corporation	Anh Dang Sergio Guarro
Ball Aerospace & Technologies Corp	Bill Frazier (co-lead)	Ball Aerospace & Technologies Corp	David Pinkley
The Boeing Company	Robert Ellsworth	Booz Allen Hamilton	Brian Weir
Lockheed Martin Corporation	Jerome Sobetski	Aerojet Rocketdyne	Alexis Burkevics
Northrop Grumman Aerospace Systems	Debra Olejniczak	Northrop Grumman Aerospace Systems	Dennis Rubien LaKeisha Souter
Orbital	John McBride (co-lead)	Orbital	Ben Hoang Jaclyn Decker
Raytheon Space and Airborne Systems	Robert Jennings		
SMC	Dave Davis (Government)		
SSL	Larry Rubin		



Final Thoughts

Two risks walked into a bar and one was kicked out because he became an issue.

A risk, a concern, and an issue were heading to a bar.

The risk couldn't get in because he was using a fake ID.

The concern argued with the bouncer and was man-handled.

The issue snuck in unnoticed.

Why did the risk cross the road? To get to greener pastures.

Why did the issue cross the road? To get to the root cause.

Knock, knock. Who's there? Concern. Concern who? Concerns you if you don't mitigate this risk!

If a risk turns into an issue and no one is around to see it, will it still cause a failure?

Technical Risk Identification at Program Inception Product Overview

Approved Electronically by:

Jacqueline M. Wyrwitzke, PRINC
DIRECTOR
MISSION ASSURANCE SUBDIVISION
SYSTEMS ENGINEERING DIVISION
ENGINEERING & TECHNOLOGY
GROUP

Russell E. Averill, GENERAL MANAGER
SPACE BASED SURVEILLANCE
DIVISION
SPACE PROGRAM OPERATIONS

Rami R. Razouk, SR VP ENG & TECH
ENGINEERING & TECHNOLOGY
GROUP

Jackie M. Webb-Larkin, SECURITY
SPECIALIST III
GOVERNMENT SECURITY
SECURITY OPERATIONS
OPERATIONS & SUPPORT GROUP

Technical Risk Identification at Program Inception Product Overview

Technical Peer Review Performed by:

Jacqueline M. Wyrwitzke, PRINC DIRECTOR
MISSION ASSURANCE SUBDIVISION
SYSTEMS ENGINEERING DIVISION
ENGINEERING & TECHNOLOGY GROUP

Norman Y. Lao, DIRECTOR DEPT
ACQ RISK & RELIABILITY ENGINEERING DEPT
MISSION ASSURANCE SUBDIVISION
ENGINEERING & TECHNOLOGY GROUP

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Charles Abernethy
charles.abernethy@aerojet.com
Aerojet

David Adcock
adcock.david@orbital.com
Orbital

Aaron Apruzzese
aaron.apruzzese@atk.com
ATK

Carlo Abesamis
abesamis@jpl.nasa.gov
NASA

Robert Adkisson
robert.w.adkisson@boeing.com
Boeing

Chic Arey
areyc@nro.mil
NRO

Andrew Adams
andrew.c.adams@boeing.com
Boeing

Scott Anderson
scott.anderson@seaker.com
Seaker

Brent Armand
Armand.Brent@orbital.com
Orbital

Larry Arnett
arnett.larry@ssd.loral.com
Loral

Glenn Barney
glenn.barney@comdex-use.com
Comdev-USA

Robert Bodemuller
rbodemuller@ball.com
Ball

Ken Baier
ken.b.baier@lmco.com
Lockheed Martin

David Beckwith
beckwith@nro.mil
NRO

Silvia Bouchard
silver.bouchard@ngc.com
Northrop Grumman

Dean Baker
bakerdea@nro.mil
NRO

Theresa Beech
tbeech@metispace.com
Metispace

Wayne Brown
wayne.brown@ulalaunch.com
ULA Launch

Mark Baldwin
Mark.L.Baldwin@raytheon.com
Raytheon

Barry Birdsong
barry.birdsong@mda.mil
MDA

Christopher Brust
Christopher.Brust@dcma.mil
DCMA

Lisa Barboza
Lisa.Barboza@gd-ais.com
General Dynamics

Ruth Bishop
ruth.bishop@ngc.com
Northrop Grumman

Alexis Burkevics
Alexis.Burkevics@rocket.com
Rocket

Thomas Burns
thomas.burns@noaa.gov
NOAA

Will Caven
caven.will@ssd.loral.com
Loral

Jerald Cogen
Jerald.Cogen@FreqElec.com
FREQELEC

Edward Bush
Edward.Bush@ngs.com
Northrop Grumman

Shawn Cheadle
shawn.cheadle@lmco.com
Lockheed Martin

Bernie Collins
bernie.f.collins@dni.gov
DNI

Tim Cahill
tim.cahil@lmco.com
Lockheed Martin

Janica Cheney
janica.cheney@atk.com
ATK

Jeff Conyers
jconyers@ball.com
Ball

Kevin Campbell
kevin.campbell@exelisinc.com
Exelis Inc

Brian Class
class.brian@orbital.com
Orbital

Kevin Crackel
kevin.crackel@aerojet.com
Aerojet

Larry Capots
larry.capots@lmco.com
Lockheed Martin

Brad Clevenger
brad_clevenger@emcore.com
EMCORE

James Creiman
James.Creiman@ngc.com
Northrup Grumman

Stephen Cross
stephen.d.cross@ulalaunch.com
ULA Launch

Jaclyn Decker
decker.jaclun@orbital.com
Orbital

Susanne Dubois
susanne.dubois@ngc.com
Northrop Grumman

Shawn Cullen
shawn.cullen@jdsu.com
JDSU

Larry DeFillipo
defillipo.aryy@orbital.com
Orbital

David Eckhardt
david.g.eckhardt@baesystems.com
BAE Systems

Louis D'Angelo
louis.a.d'angelo@lmco.com
Lockheed Martin

Ken Dodson
ken.dodson@sslmda.com
SSL MDA

Robert Ellsworth
robert.h.ellsworth@boeing.com
Boeing

David Davis
David.Davis.3@us.af.mil
SMC

Tom Donehue
tom.donehue@atk.com
ATK

Matt Fahl
mfahl@harris.com
Harris Corporation

Douglas Dawson
douglas.e.dawson@jpl.nasa.gov
NASA

Mary D'Ordine
mdordine@ball.com
Ball

James Farrell
james.t.farrell@boeing.com
Boeing

Tracy Fiedler
tracy.m.fiedler@raytheon.com
Raytheon

Mike Floyd
Mike.Floyd@gdc4s.com
General Dynamics

Matteo Genna
matteo.genna@sslmda.com
SSL

Brad Fields
fields.brad@orbital.com
Orbital

David Ford
david.ford@flextronics.com
Flextronics

Helen Gjerde
helen.gjerde@lmco.com
Lockheed Martin

Sherri Fike
sfike@ball.com
Ball

Robert Frankievich
robert.h.frankievich@lmco.com
Lockheed Martin

Ricardo Gonzalez
ricardo.gonzalez@baesystems.com
BAE Systems

Richard Fink
richard.fink@nro.mil
NRO

Bill Frazier
wfrazier@ball.com
Ball

Dale Gordon
dale.gordon@rocket.com
Rocket

Bruce Flanick
bruce.flanick@ngc.com
Northrop Grumman

Jace Gardner
jgardner@ball.com
Ball

Chuck Gray
Chuckg@fescorp.com
Fescorp

Luigi Greco
luigi.greco@exelisinc.com
Exelis Inc

Bob Harr
bob.harr@seaker.com
Seaker

Paul Hopkins
paul.c.hopkins@lmco.com
Lockheed Martin

Gregory Hafner
Hafner.Gregory@orbital.com
Orbital

Frederick Hawthorne
frederick.d.hawthorne@lmco.com
Lockheed Martin

Kevin Horgan
kevin.horgan@nasa.gov
NASA

Joe Haman
jhaman@ball.com
Ball

Ben Hoang
Hoang.Ben@orbital.com
Orbital

Eugene Jaramillo
eugenejaramillo@raytheon.com
Raytheon

Lilian Hanna
lilian.hanna@boeing.com
Boeing

Rosemary Hobart
rosemary@hobartmachined.com
Hobart Machined

Dan Jarmel
dan.jarmel@ngc.com
Northrop Grumman

Harold Harder
harold.m.harder@boeing.com
Boeing

Richard Hodges
richard.e.hodges@jpl.nasa.gov
NASA

Robert Jennings
rjennings@raytheon.com
Raytheon

Mike Jensen
mike.jensen@ulalaunch.com
ULA Launch

Mike Kahler
mkahler@ball.com
Ball

Byron Knight
knightby@nro.mil
NRO

Amanda Johnson
johnson.amanda@orbital.com
Orbital

Yehwan Kim
ykim@moog.com
Moog

Hans Koenigsmann
hans.koenigsmann@spacex.com
SpaceX

Edward Jopson
edward.jopson@ngc.com
Northrop Grumman

Jeff Kincaid
Jeffrey.Kincaid@pwr.utc.com
Power

James Koory
james.koory@rocket.com
Rocket

Jim Judd
judd.jim@orbital.com
orbital

Mark King
markking@micropac.com
Micropac

Brian Kosinski
Kosinski.Brian@ssd.loral.com
SSL

Geoffrey Kaczynski
gkazynik@neaelectronics.com
NEA Electronics

Andrew King
andrew.m.king@boeing.com
Boeing

John Kowalchik
john.j.kowalchik@lmco.com
Lockheed Martin

Rick Krause
rkrause@ball.com
Ball

Chris Larocca
clarocca@emcore.com
EMCORE

Don LeRoy
dleroy@bardenbearings.com
Barden Bearings

Steve Krein
steve.krein@atk.com
ATK

Robert Lasky
lasky.robert@orbital.com
Orbital

Scot Lichty
scot.r.lichty@lmco.com
Lockheed Martin

Steve Kuritz
steve.kuritz@ngc.com
Northrop Grumman

Eric Lau
lau.eric@ssd.loral.com
SSL

Sultan Ali Lilani
sultan.lilani@integra-tech.com
Integra - Tech

Louise Ladow
louise.ladow@seaker.com
Seaker

Marvin LeBlanc
Marvin.LeBlanc@noaa.gov
NOAA

Josh Lindley
joshua.lindley@mda.mil
MDA

C J Land
cland@harris.com
Harris

Scott Lee
Scott.lee@ngc.com
Northrop Grumman

Henry Livingston
henry.c.livingson@baesystems.com
BAE Systems

Art Lofton
Art.Lofton@ngc.com
Northrop Grumman

Joan Lum
joan.l.lum@boeing.com
Boeing

John Mc Bride
Mcbride.John@orbital.com
Orbital

James Loman
james.loman@sslmda.com
SSL

Brian Mack
mack.brian@orbital.com
Orbital

Ian McDonald
ian.a.mcdonald@baesystems.com
BAE Systems

Jim Loman
loman.james@ssd.loral.com
SSL

Julio Malaga
malaga.julio@orbital.com
Orbital

Kurt Meister
kurt.meister@honeywell.com
Honeywell

Lester Lopez
llopez04@harris.com
Harris

Kevin Mallon
Kevin.P.Mallon@1-3com.com
1-3 Com

Jeff Mendenhall
mendenhall@ll.mit.edu
MIT

Frank Lucca
frank.l.lucca@1-3com.com
1-3 Com

Miroslav Maramica
miroslav@area51esq.com
Area 51

Jo Merritt
jmerritt@avtec.com
AVTEC

Charles Mills
charles.a.mills@lmco.com
Lockheed Martin

Deanna Musil
deanna.musil@sslmda.com
SSL

Mike Numberger
nurnberger@nrl.navy.mil
Navy

Edmond Mitchell
edmond.mitchell@jhuapl.edu
APL

Thomas Musselman
thomas.e.musselman@boeing.com
Boeing

Michael O'Brien
michael.obrien@exelisinc.com
Exelis Inc

Dennis Mlynarski
dennis.mlynarski@lmco.com
Lockheed Martin

John Nelson
john.d.nelson@lmco.com
Lockheed Martin

Michael Ogneovski
michael.ogneovski@exelisinc.com
Exelis Inc

George Mock
gbm3@nyelubricants.com
NYE Lubricants

Dave Novotney
dbnovotney@eba-d.com
EBA

Debra Olejniczak
Debra.Olejniczak@ngc.com
Northrop Grumman

Nancy Murray
Nancy.murray@saftbatteries.com
Safety Batteries

Ron Nowlin
ron.nowlin@eaglepicher.com
EaglePicher

Larry Ostendorf
Lostendorf@psemc.com
psemc

Anthony Owens
anthony_owens@raytheon.com
Raytheon

Mark Pazder
mpazder@moog.com
Moog

Kay Rand
kay.rand@ngc.com
Northrop Grumman

Joseph Packard
Joseph.packard@exelisinc.com
Exelis Inc

Steven Pereira
Steven.Pereira@jhuapl.edu
APL

David Rea
david.a.rea@baesystems.com
BAE Systems

Peter Pallin
peter.pallin@sslmda.com
SSL

Richard Pfisterer
Richard.Pfisterer@jhuapl.edu
APL

Forrest Reed
forrest.reed@eaglepicher.com
EaglePicher

Richard Patrican
Richard.A.Patrican@raytheon.com
Raytheon

Angela Phillips
amphillips@raytheon.com
Raytheon

Thomas Reinsel
thomas_j_reinsel@raytheon.com
Raytheon

Paulette Megan
paulette.megan@orbital.com
Orbital

Dave Pinkley
dpinkley@ball.com
Ball

Bob Ricco
bob.ricco@ngc.com
Northrop Grumman

Mike Rice
mrice@rtlogic.com
RT Logic

John Rotondo
john.l.rotondo@boeing.com
Boeing

Michael Sampson
michael.j.sampson@nasa.gov
NASA

Sally Richardson
richardson.sally@orbital.com
Orbital

William Rozea
william.rozea@rocket.com
Rocket

Victor Sank
victor.j.sank@nasa.gov
NASA

Troy Rodriquez
troy_rodriquez@sierramicrowave.com
Sierra Microwave

Dennis Rubien
dennis.rubien@ngc.com
Northrop Grumman

Don Sawyer
don.sawyer@avnet.com
AVNET

Ralph Roe
ralph.r.roe@nasa.gov
NASA

Larry Rubin
Rubin.larry@ssd.loral.com
SSL

Fred Schipp
frederick.schipp@navy.mil
MDA - Navy

Mike Roller
mike.roller@utas.utc.com
UTAS

Lane Saechao
lane.saechao@rocket.com
Rocket

Jim Schultz
james.w.schultz@boeing.com
Boeing

Gerald Schumann
gerald.d.schumann@nasa.gov
NASA

Andrew Shroyer
ashroyer@ball.com
Ball

Jerry Sobetski
jerome.f.sobetski@lmco.com
Lockheed Martin

Annie Sennet
Annie.Sennet@saftbarries.com
Safety Batteries

Fredic Silverman
fsilverman@hstc.com
HSTC

LaKeisha Souter
lakeisha.souter@ngc.com
Northrop Grumman

Michael Settember
michael.a.settember@jpl.nasa.gov
NASA

Rob Singh
rob.singh@sslmda.com
SSL

Jerry Spindler
Jerry.Spindler@exelisinc.com
Execlis Inc

Tom Sharpe
tsharp@smcorp.com
SMT Corp

Kevin Sink
kevin.sink@ttinc.com
TTINC

Peter Stoltz
pstoltz@txcorp.com
TX Corp

Jonathan Sheffield
jonathan.sheffield@sslmda.com
SSL

Melanie Sloane
melanie.sloane@lmco.com
Lockheed Martin

Thomas Stout
thomas.stout@ngc.com
Northrop Grumman

George Styk
george.styk@exelisinc.com
Exelis Inc

Ghislain Turgeon
ghislain.turgeon@sslmda.com
SSL

Michael Verzuh
mverzuh@ball.com
Ball

David Swanson
swanson.david@orbital.com
Orbital

Deborah Valley
deborah.valley@ll.mit.edu
MIT

John Vilja
jussi.vilja@pwr.utc.com
Power UTC

Mauricio Tapia
tapia.mauricio@orbital.com
Orbital

Fred Van Milligen
fvanmilligen@jdsu.com
JDSU

Vincent Stefan
vincent.stefan@orbital.com
Orbital

Jeffrey Tate
jeffery_tate@raytheon.com
Raytheon

Marvin VanderWeg
marvin.vanderwag@spacex.com
SpaceX

James Wade
james.w.wade@raytheon.com
Raytheon

Bill Toth
william.toth@ngc.com
Northrop Grumman

Gerrit VanOmmering
gerrit.vanommering@sslmda.com
SSL

John Walker
JohnF.Walker@sslmda.com
SSL

Brian Weir
weir_brian@bah.com
Booz Allen Hamilton

Charlie Whitmeyer
whitmeyer.charlie@orbital.com
Orbital

George Young
gyoung@raytheon.com
Raytheon

Arthur Weiss
arthur.weiss@pwr.utc.com
Power UTC

Michael Woo
michael.woo@raytheon.com
Raytheon

Craig Wesser
craig.wesser@ngc.com
Northrop Grumman

Larry Wray
wray.larry@ssd.loral.com
SSL

Dan White
dan.white@comdev-usa.com
Comdex-USA

Mark Wroth
mark.wroth@ngc.com
Northrop Grumman

Thomas Whitmeyer
tom.whitmeyer@nasa.gov
NASA

Jian Xu
jian.xu@aeroflex.com
Aeroflex

APPROVED BY
(AF OFFICE)

J. Rodriguez

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